

THE ROLE AND SIGNIFICANCE OF MEDIA IN CONTEMPORARY OPERATIONS MANAGEMENT

ULOGA I ZNAČAJ MEDIJA U SAVREMENOM OPERATIVNOM MENADŽMENTU

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Abstract

The subject of the research is to define the role and significance of media as an important factor for the successful execution of professional and operational functions in the relevant operational areas in manufacturing and service organizations. Unsatisfactory results in more organizations in the world, among other things, are due to inadequate management of human resources in terms of media competencies and behaviors necessary for the efficient operation and effective implementation of organizational strategy. The main disadvantage of organizations in our region is the lack of a functioning system of media.

This research has main practical goal for top management to indicate the importance of media and implications for the success of the organization. The paper contains descriptive analysis and interpretation of results and statistical testing and verification of the proposed hypotheses. Results of this research can be used by directors, management teams in organizations, operational managers, educational institutions, research institutes, researchers, consultants who study the issue of media and operations management.

Key words: media, operations management.

Sažetak

Istraživanje se bavi ulogom i značajem medija za uspješno izvođenje profesionalnih i operativnih funkcija u relevantnim operativnim područjima u proizvodnim i uslužnim organizacijama. Nezadovoljavajući rezultati u više preduzeća u svijetu, između ostalog, mogu se pripisati neadekvatnom rukovođenju ljudskih resursa u smislu medijske kompetentnosti i ponašanja neophodnih za efikasno funkcionisanje i efikasnu primjenu organizacione strategije. Glavni nedostatak preduzeća u našem region je nedostatak funkcionalnog sistema medija.

Ovo istraživanje ima za cilj da glavnom menadžmentu ukaže na značaj medija i implicira uspjeh preduzeća. Rad sadrži deskriptivnu analizu i interpretaciju rezultata statističkog testiranja i potvrdu predložene hipoteze.

Rezultate ovog istraživanja mogu koristiti direktori, menadžerski timovi u preduzećima, operativni menadžeri, obrazovne institucije, istraživački instituti, istraživači, konsultanti koji proučavaju pitanje medija i operativnog menadžmenta.

Ključne riječi: mediji, operativni menadžment.

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INTRODUCTION

This original scientific paper confirmed the important role of the media in the overall development of operations management in all its components: the development of products and services, process design and management of the supply chain.

Operations management is defined as the coordination of the array of different processes in any enterprise. The main purpose of coordination is to provide the production of products or services, or to create a new or added value for customers. For this to happen it is necessary to exchange goods, services, materials and information between all stakeholders in the chain.

In years, operations managers were aimed at solving internal operational problems of the organization. Today, the modern ways of production and strong competition emphasize the importance of effective management of the supply chain. He becomes global, and its global positioning and relationships arising from this, require operations managers not only to resolve internal organizational problems, but also significantly focus on developments in the immediate and global organizational environment. Right here is based on the huge role and importance of the media on the economic growth of any enterprise. Since most of the processes are interdependent and no longer be realized exclusively in the internal organizational framework, the importance of the environment and the changes that occur in it, continually changing economic conditions, which particularly emphasize the importance of the media. This primarily refers to the decision-making processes as essential in terms of increased market uncertainty, but the present differences in capacity and performance of individuals and organizations involved in the supply chain.

This interaction and interdependence of the flow of materials, services and information, is what determines the need for coordination of processes occurring in the supply chain.

Already it mentioned that the management of the supply chain is actually coordinating the various processes that are taking place within the chain. The structure of the supply chain linking suppliers in a single process, manufacturers, wholesalers, retailers and all others involved in the creation, distribution and sales. In this way, the supply chain covering production, information and financial flows between the various stakeholders. These are the key reasons why there is a need for coordination of the various processes that manage the supply chain, which aims to provide quick and efficient reaction, enabling timely and optimally satisfy customer needs.

Many of the decisions related to the way realize an operational function may have implications for the operations and activities. For example, developing a plan for advertising is part of the marketing functions of daily media use. At the same time, the plan may have a significant impact on the operations that are part of the operating functions and features for the development of services. In this constellation of relations, the liability of operations management is to conduct research on the possible implications of plans to advertise on the marketing function. Marketing function needs to understand its influence on operations, explaining that operations can and what can not do in response to any change in demand. Also, working with marketing, in order to find ways that will allow interception or management of market needs, the effectiveness and efficiency of operations.

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A useful classification of the performance objectives that each operation can be required, can be obtained by identifying operational stakeholders (interested parties). Stakeholders (interested parties) are people and groups of people with an interest in the operation and that can be influenced or influence operational activities. Some stakeholders are internal, such as employees, others are external, eg. society or social groups and stakeholders of the company. Some external stakeholders have a direct commercial relationship with the organization.(fig. 1 and 2)

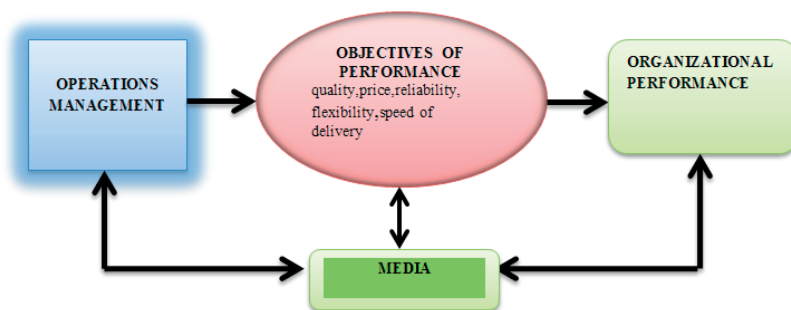


Figure 1. Impact and role of media on the operations management

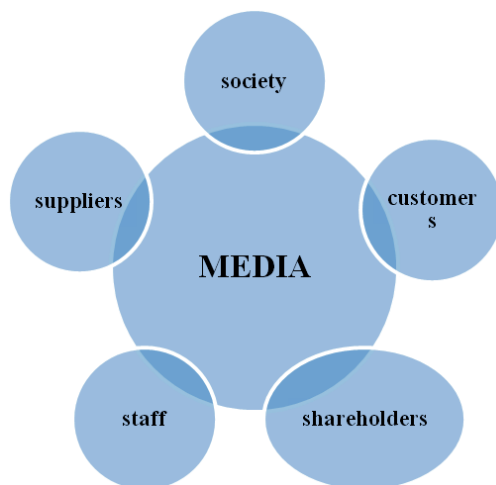


Figure 2. Connectivity of the media with stakeholders

The objectives of the stakeholders form the background of operational decision-making, but the operation requires a little more precise definition of the design objectives that are linked to the main tasks of satisfying customer requirements. The five main objectives performance are the factors of competitiveness of any organization; speed, quality, cost,

reliability and flexibility for operations manager is indirectly responsible. That the media as a means of mass communication most effectively and efficiently improve this relationship and help develop the products and services of better quality, price, reliability, flexibility and speed of delivery.

The responsibility of operations management is largely focused on those things that are clear and immediate benefits to the organization. But, increasingly, in all organizations, operations managers have much broader responsibilities. Some of them are given for achieving long-term organizational interests, some are due to the conditions, and the global impact of the immediate surroundings, because some needs to act in order to protect the environment, some for the purpose of introducing new technological solutions, some in response to certain socio - economic conditions. However, every organization interpret these broad responsibilities in different ways because of the huge role and importance for each operations manager is managing the media.

METHODOLOGY, ANALYSIS AND INTERPRETATION OF SURVEY RESULTS

Subject of research

With increasing competition and globalization trends, the dynamics of the operation of companies is getting more and more intensive and therefore the role of the media is more important.

Each company has a necessity of person in charge of public relations and media.

This research was done in Macedonia in 40 companies and confirm that the media have a major role in building the strategies of companies in the productive operational performance, higher sales, developing new products and services.

Hypothetical framework

The main hypothesis:

- The media have an important role in building competitive operations management in companies in Macedonia.

Special hypotheses:

- Media influence of the development of goods and services.
- Media affect of the process of designing.
- Media effects on sales of products and services companies.
- Media influence on the productivity of operational processes.
- Media influence on the chain procurement.

Dependent and independent variables of the study:

- media
- components of the operating management
- competitiveness of companies
- productivity
- sale of goods and services

- building a brand

Respondents:

- 40 CEOs (top managers)
- 104 operational managers
- 80 media managers

All data were processed using SPSS statistical program which numerical indicators is the best way corresponds to what the methodology is defined as an indicator of a phenomenon. Basic data on the respondents are given in the following tables.

		Frequency	Valid Percent
Valid	MAN	156	69,6
	WOMEN	68	30,4
	Total	224	100,0
Missing	System	2	
Total		226	

Table 1: Gender of respondents

		Frequency	Valid Percent
Valid	20-30	11	,5
	31-40	70	31,3
	41-50	104	46,4
	51-60	34	15,2
	61-70	5	2,2
	Total	224	100,0
Missing	System	2	
Total		226	

Table 2: Age of respondents

		Frequency	Valid Percent
Valid	HIGH SCHOOL	58	25,9
	UNIVERZITY DEGREE	159	71,0
	m-r	5	2,2
	d-r	2	,9
	Total	224	100,0
Missing	System	2	
Total		226	

Table 3: Professional training of respondents

		Frequency	Valid Percent
Valid	0-5	24	10,7
	6-10	68	30,4
	11-15	47	21,0
	16-20	44	19,6
	MORE 20	41	18,3
	Total	224	100,0
Missing	System	2	
Total		226	

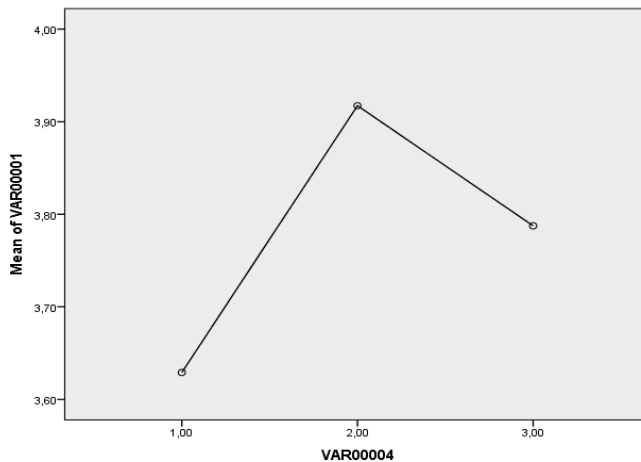
Table 4: work experience in the organization

With confirmation of specific hypotheses confirmed the main hypothesis of this study.

Based upon applied univariate analysis (ANOVA) variance can be found statistically significant difference at the level of 0.05 between the three levels of management (top, operations and media managers) in the research.

a) Media influence of the development of goods and services.	N	Subset for alpha = 0.05		
		1	2	3
1.TOP MANAGERS	40	3,63		
3. MEDIA MENAGERS	80		3,79	
2. OPERATIONS MANAGERS	104			3,92

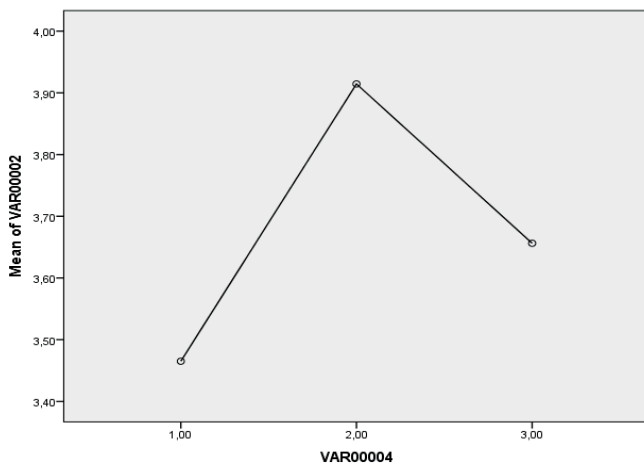
Табела 5: Media influence of the development of goods and services.



Graph 1: Media influence of the development of goods and services between managers

6) Media affect of the process of designing.	N	Subset for alpha = 0.05		
		1	2	3
1.TOP MANAGERS	40	3,47		
3. MEDIA MENAGERS	80		3,66	
2. OPERATIONS MANAGERS	104			3,91

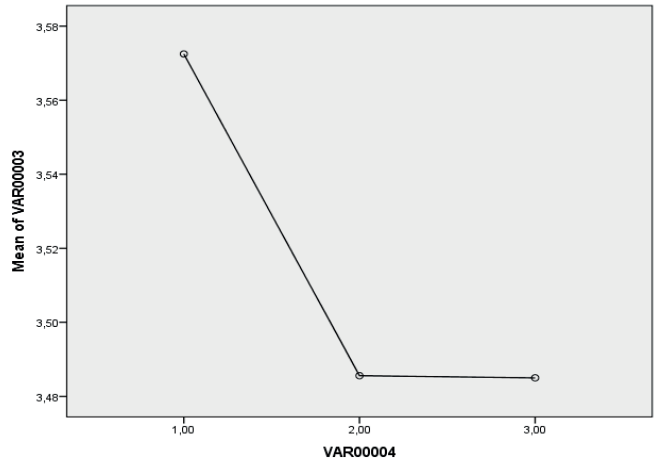
Табела 6: Media affect of the process of designing.



Graph 2: Media affect of the process of designing between managers

Media effects on sales of products and services.	N	Subset for alpha = 0.05	
		1	2
1. MEDIA MENAGERS	80	3,49	
3. OPERATIONS MANAGERS	104	3,49	
2. TOP MANAGERS	40		3,57

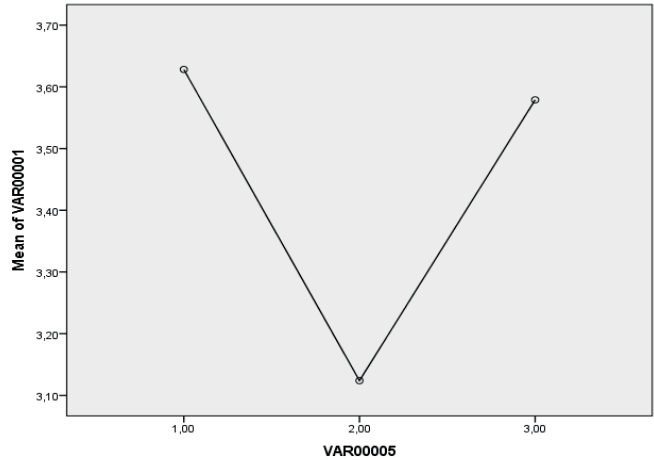
Табела 7: Media effects on sales of products and services.



Graph 3: Media effects on sales of products and services between managers

Media influence on the productivity of operational processes.	N	Subset for alpha = 0.05	
		1	2
2. OPERATIONS MANAGERS	104	3.12	
3. MEDIA MANAGERS	80		3.58
1.TOP MANAGERS	40		3.63

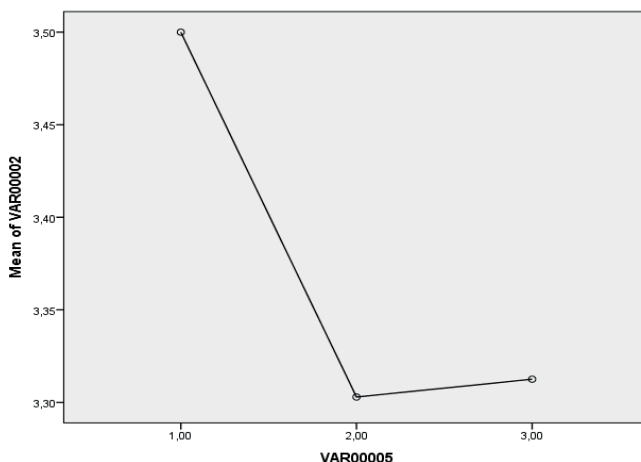
Табела 8: Media influence on the productivity of operational processes.



Graph 4: Media influence on the productivity of operational processes between managers

Media influence on the chain procurement.	N	Subset for alpha = 0.05	
		1	2
2. OPERATIONS MANAGERS	104	3.30	3.50
3. MEDIA MANAGERS	80	3.31	
1.TOP MANAGERS	40		

Табела 8: Media influence on the chain procurement.



Graph 5: Media influence on the chain procurement between managers

CONCLUDING OBSERVATIONS

Based on the results and analysis can define the following conclusions:

- All three types of managers (top, operational and media) confirm that the media have an important role in the development of each company.
- The media have an important role in the development of new products and services
- The media have great importance in the sale of products and services of any company, whether production or service.
- The media have a major role in designing the operational processes especially in the establishment of new organizational technology.
- The media have a major part in improving the productivity of the processes through indirect presence in selecting the best chain procurement.
- According to the results determined statistically significant differences in the assessment of the significance of the media between the three levels of managers (top managers, operations managers and media managers).

Accordingly, this research offers some basic practical recommendations:

- the top management to indicate the importance of the media and the implications on the performance of organizations;
- to build professional media managers in each company.

- to invest in media managers because that which will result in high return on invested capital;

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